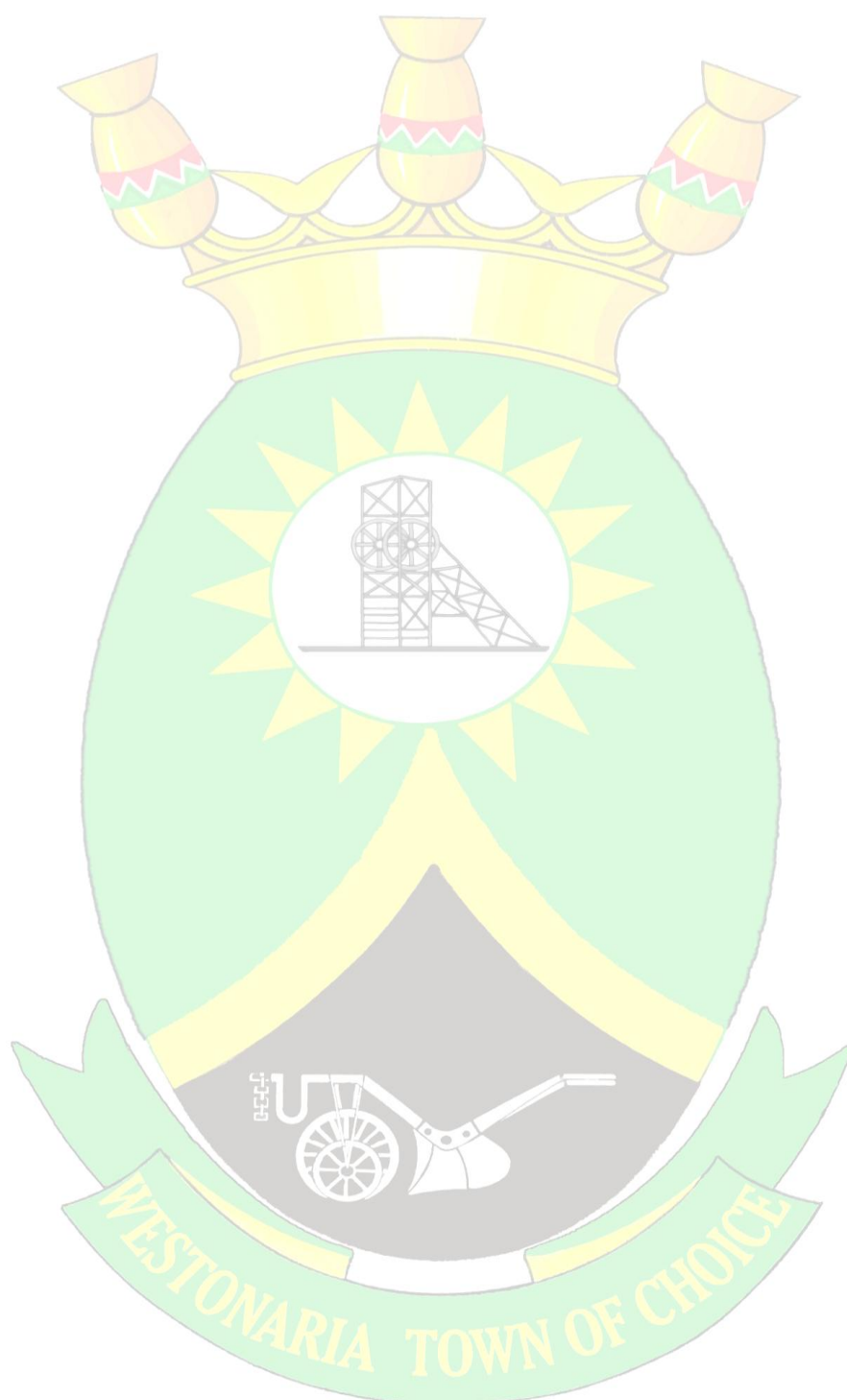


WESTONARIA LOCAL MUNICIPALITY

3RD REVIEW

INTEGRATED DEVELOPMENT PLAN (IDP)

2010/11





WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO.
PAGE

ITEM

PREFACE	A
TABLE OF CONTENTS	
IN RETROSPECT	I
1. INTRODUCTION	1
1.1 Definition of an IDP	1
1.2 Status of the IDP	1
1.3 Benefits of the IDP	1
1.3.1 Focus and Proactive Management	1
1.3.2 Institutional Analysis	2
1.3.3 Matching Resources to Needs	2
1.3.4 Project Management	2
1.3.5 Role of the IDP	2
1.3.6 Realistic Planning	3
1.3.7 Unification and Consensus Building	3
1.3.8 Empowerment of Stakeholders	3
1.3.9 Focused Budgeting	3
1.3.10 Change Agent	4
1.4 Life Span of the IDP	4
1.5 IDP Approach	4
2. WESTONARIA LOCAL MUNICIPALITY	6
2.1 The Study Area and its Location	6
2.2 Areas that make up the Municipal Area	8
2.3 Re-determination of Municipal Boundaries	9
2.4 Status of existing Planning Documents	9
2.5 Risks, weaknesses and strengths	10
2.5.1 Risk Assessment	8
2.5.2 Information: Strategic Planning Session: April 2006	13
2.5.3 Electricity Crisis (2007/08)	15
3. PROCESS PLAN	19
3.1 Introduction	19
3.2 The Process	19
3.3 Roles and Responsibilities	20
3.3.1 Linkages: IDP to Budget	20
3.3.2 Managing the Process	21
3.4 Time Schedule	24



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
3.5	Mechanisms and Procedures: Community & Stakeholder Participation ..	26
3.5.1	Public Participation Process	26
3.5.2	IDP Steering Committee	41
3.6	Mechanisms and Procedures for Alignment	42
3.6.1	Westonaria and West Rand District Municipality	42
3.6.2	Westonaria, Province and National Government	44
3.6.3	Westonaria and neighbouring municipalities	50
3.6.4	Westonaria and Other Entities	50
3.6.5	Westonaria Mining Forum.....	50
	Ezulweni First Uranium Company.....	51
	Rand Uranium	51
	Kloof Goldmine Limited	52
3.7	Ward-Based Approach	57
	Delimitation of Ward Boundaries for the 2011 Local Election	57
3.7.1	Ward Committees	58
3.7.2	Community Development Workers	59
3.7.3	Wards 1-15	60
4.	VISION AND MISSION OF WESTONARIA LOCAL MUNICIPALITY	86
4.1	National & Provincial Policies directing Local Planning	86
4.1.1	3rd Review	86
	Medium Term Strategic Framework	86
	Vision 2025	86
	Conclusion	91
	West Rand and Westonaria Local Municipality	91
4.1.2	2nd Review	92
	Inauguration Address: Mr J Zuma	92
	State of the Nation Address: Mr K Motlanthe	92
	National Budget Address	93
	State of the Province Address	95
	Accelerated and Shared Growth Initiative (ASGISA)	97
	Gauteng Global City Region Strategy	97
4.2	The Provincial Context.....	98
4.2.1	Provincial Perspective (the 2014 Vision for Gauteng)	98
	Gauteng Integrated Development Plan (GIDP).....	99
	Focus Areas for Local Government	99
	Future projects for Gauteng	100
4.2.2	Growth & Development Strategy (GDS) for Gauteng	101
	Principles guiding GDS	101
	Aims and Purpose	102
	Socio-Economic Investment Made	102
	Mechanisms used	102



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
	Implementation of GDS	102
	Measuring Performance	103
	Linking with GDS	103
	Project Management Unit	103
	Municipal Distribution Fund: 2010/2011	104
	Meeting the Targets Programme (MTTP) Sanitation	105
	Standard of Basic Sanitation	105
	Sanitation backlog: Summary	105
	Future Trends and Goals	106
	Strategic Gap and Analysis	106
	Implement strategies	107
	List of Projects	107
	Proposed Water Services Plan	108
4.3	The West Rand Macro Perspective.....	109
4.3.1	The Vision of the West Rand District Municipality	109
4.3.2	The Mission of to the West Rand District Municipality	109
4.3.3	Challenges for the West Rand	109
4.4	Westonaria's Perspective	109
4.4.1	Vision	110
4.4.2	Strategic Mission	110
4.4.3	Strategic Goals	110
4.4.4	Core Business Values	110
5.	LEGAL FRAMEWORK	112
5.1	Introduction	112
5.2	By-Laws	114
5.3	The Constitution	116
5.4	Delegation of Powers and Duties	116
5.5	Promotion of Access to Information Act	116
6.	EXISTING DEVELOPMENT ANALYSIS	118
6.1	Introduction	118
6.2	Planning Guidelines	118
6.3	Community Survey: 2007: Analysis	119
6.4	Socio Economic Analysis	122
6.4.1	Consumer Patterns	122
6.4.2	Economy	124
6.4.3	Crime	125
6.5	Community Stakeholder Participation	126
6.6	Institutional Analysis	127
6.6.1	Employment Equity Plan	127
6.6.2	Political Structure	127
6.6.3	Staff Compliment	127



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
6.6.4	Unions	128
6.6.5	The Workplace Skills Plan	128
6.6.6	The Workplace Skills Plan - 2009/2010	128
6.6.7	The Workplace Skills Plan - 2010/2011	130
6.7	Economic Analysis	130
6.7.1	Local Economic Development	131
	Introduction	131
	Revitalising Previous Projects	131
	Local Strategy	132
	LED Framework	133
	Projects and Indicators	134
6.8	Spatial Analysis	136
6.9	Environmental Management Analysis	136
6.9.1	Environment Tailings Dams	139
6.9.2	Water and the Mines	140
6.9.3	Feasibility Study on Reclamation of Mine Residue Areas for Development	141
6.10	Education and Training Analysis	142
6.11	Recreation Analysis	143
6.12	Health Facilities	144
6.13	Key Development Priorities	146
7.	DEVELOPMENT STRATEGY	151
7.1	Introduction	151
7.2	Physical	151
7.2.1	Land Use	151
7.2.2	Infrastructure Development and Planning	152
7.2.3	Community Services	155
7.2.4	Corporate Services	164
7.2.5	Financial Services	168
7.2.6	Strategic Support Services	169
7.2.7	Performance and Compliance	172
7.2.8	Office of the Municipal Manager	173
8.	INSTITUTIONAL ORGANOGRAM	174
9.	MUNICIPAL TURN AROUND STRATEGY (MTAS).....	175
9.1	Background	175
9.2	Overall Goals	175
9.3	Strategic Objectives	175
9.4	Key Performance areas	175
9.5	Priorities	176
9.6	Key Structures and Roles	176



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
9.7	West Rand Districut Municipality (WRDM) Strategy	177
9.8	Westonaria Local Municipality Strategy	177
9.9	Community Survey	178
9.10	Municipal Turn Around Strategy: Pre-2011 Priority Areas.....	180
10..	SPATIAL DEVELOPMENT FRAMEWORK	201
10.1	West Rand Macro Spatial Perspective	201
10.2	Spatial Development Framework: Westonaria	205
10.3	Future Developments	209
10.4	Proposed other Developments on the West Rand	212
10.4.1	Droogeheuvel, Middelviei and Westonaria South	212
10.4.2	Glenharvie & Extension 8	215
10.4.3	Land Surrounding the Lanseria Airport	215
11.	DISASTER MANAGEMENT PLAN	217
11.1	Letter of Promulgation	217
11.2	Executive Summary of Disaster Management Plan	218
11.2.1	Introduction	218
11.2.2	Municipal Mitigation Monitoring Task Team (MMMTT)	218
11.2.3	MMMTT -Terms of Reference	219
11.3	Composition of Advisory Committee	220
11.4	Contact Details	221
11.5	Department Disaster Management Plan	223
11.6	Public Participation.....	223
11.7	Conclusion	223
12.	PERFORMANCE MANAGEMENT	224
12.1	Introduction	224
12.1.1	Policy Backlog	224
12.1.2	Key Concepts	224
12.1.3	Delegations, Responsibilities and Internal Institution	225
12.2	PMS and Process	226
12.2.1	Planning and Performance	226
12.2.2	Key Performance Areas (KPAs)	226
12.2.3	Setting objectives	227
12.2.4	Setting Key Performance Indicators (KPIs)	227
12.2.5	Baseline Indicators	228
12.2.6	Setting Performance Indicators	228
12.2.7	Assigning Response	228
12.2.8	Linking the Process to the Budget	228
12.2.9	Indicators and Strategies Developed	228
12.2.10	Budget Allocations	228



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
12.3	Monitoring Performance	229
12.3.1	Measuring Performance	229
12.3.2	Reviewing Performance	229
12.3.3	Reporting on Performance	230
12.3.4	Auditing and Quality Control.....	230
12.4	Performance Agreements for Sec 57 Employees	231
12.4.1	Purpose of the Agreement	231
12.4.2	Commencement and deviation	231
12.4.3	Performance Agreement	231
12.4.4	Performance Plan set out to achieve	232
12.5	Evaluation Performance	232
12.6	Annual Performance Appraisal Must Involve	234
12.7	Evaluation Structures	235
12.8	Schedule of Reviews	236
12.9.	Management of Evaluation Outcomes	236
12.10	Dispute Resolution	237
12.11	Development Plan	237
12.12	Obligation of Employer	237
12.13	Consultation	238
12.14.	General	238
12.15	Organisational Scorecard	249
13.	PROPOSED FUTURE PROJECTS	250
13.1	Community Based Projects.....	250
13.2	Projects reported to Sector Departments and Others	276
13.3	Bekkersdal Renewal Project (BRP)	277
14.	FINANCIAL PLAN: MEDIUM TERM BUDGET POLICY STATEMENT: 2010/11 TO 2012	286
14.1	Executive Summary	285
14.2	Business Definition	286
14.3	Situation Analysis	286
14.3.1	Population Dynamics	288
14.3.2	Expanded Public Works Programme (EPWP)	288
14.3.3	National Indigent Policy	290
14.3.4	Westonaria Indigent Policy	291
14.3.5	Water & Sanitation	291
14.3.6	Asset Capital Poverty Reduction	292
	Sustainable Settlement and Housing	292
	Land Distribution and Land Reform	293
14.4	Westonaria Local Municipality's Response to Challenges	294
14.4.1	Budget Approach: 2010/11.....	294



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO. PAGE	ITEM	
14.4.2	Operational Plans	295
14.4.3	Operating Budget	295
	Revenue Budget	295
	Expenditure Budget	297
	Summary of Expenditure Budget	298
	Summary of Operational Budget	299
14.4.4	Capital Budget	303
14.4.5	Maintenance Budget	308
14.6	Municipal Budget and Reporting	310
14.6.1	Municipal Public Accounts Committee (MPAC)	310
14.6.2	Audit Committee	311
14.6.3	Municipal Infrastructure Grant (MIG)	313
15.	SERVICE DELIVERY BUDGET IMPLEMENTATION PLANS (SDBIPs)	314
	Community Services	314
	Environmental Health and Health Services	314
	Public Safety	319
	Social Development	323
	Waste Management, Parks and Cemeteries	327
	Financial Services	343
	Financial Planning	343
	Infrastructure Development and Planning	345
	Electrical	345
	Mechanical Workshop	353
	Roads and Storm-water	363
	Water and Sewer	372
	Corporate Services	376
	Legal & Property	376
	Administration	379
	Administration / Buildings	381
	Political Unit	384
	Housing	385
	Human Resource	386
	Strategic Support Services	387
	Project Management Unit (PMU)	387
	Integrated Development Plan (IDP)	391
	Performance and Compliance	Vacant



WESTONARIA LOCAL MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN

DRAFT 3RD REVIEW

2010/2011

NO.	ITEM	
PAGE		
	Office of the Municipal Manager	392
	Internal Audit	392
16.	MAPS	393